REQUEST FOR PROPOSALS RFP2608-02

FEE ACCOUNTANT SERVICES

Issued by:
Housing Authority of Fulton County, Georgia

Issue Date:
Monday, August 31, 2026

Proposals Due By:
5:00 PM ET Tuesday, September 15, 2026

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REQUEST FOR PROPOSALS

Fee Accountant Services

OWNER: Housing Authority of Fulton County, Georgia

PROJECT: Fee Accountant Services RFP2608-02

I. PURPOSE

The Housing Authority of Fulton County, Georgia (“HAFC” or the “Authority”) is soliciting proposals from qualified and experienced accounting firms to provide comprehensive fee accountant, financial remediation, financial reporting, and ongoing accounting services for the Authority.

This solicitation has two primary objectives:

1. **Outstanding Financial Reporting and Remediation:** Complete, reconcile, correct, and close HAFC’s outstanding financial books, records, financial statements, Financial Data Schedule (“FDS”) submissions, and related financial reporting requirements for the four fiscal years beginning October 1, 2021, and ending September 30, 2025; and
2. **Current and Ongoing Fee Accountant Services:** Provide comprehensive fee accountant services for HAFC’s current fiscal year and subsequent contract years, including monthly accounting, reconciliations, financial reporting, year-end closeout, FDS preparation and submission, audit preparation and support, and other financial management services necessary to maintain accurate, timely, complete, and HUD-compliant financial records.

The selected firm must have demonstrated expertise in Public Housing Authority (“PHA”) accounting, HUD financial reporting, Housing Choice Voucher (“HCV”) accounting, Public Housing accounting, Financial Data Schedule (“FDS”) preparation and submission, federal grant accounting, year-end closeout, and financial remediation.

Outstanding Fiscal Years

A significant priority of this engagement is bringing HAFC’s outstanding financial records and HUD reporting requirements current. The selected firm will be responsible for assessing the condition and completeness of HAFC’s financial records for Fiscal Years 2022, 2023, 2024, and 2025 and performing the accounting and remediation work necessary to produce accurate, reconciled, supportable, and audit-ready financial records for each fiscal year.

Services related to the outstanding fiscal years are expected to include, but are not limited to:

- Assessing the completeness and reliability of the general ledger, subsidiary ledgers, bank records, program records, and supporting documentation;

- Identifying missing, incomplete, unsupported, incorrectly classified, or unreconciled transactions and account balances;
- Completing bank, general ledger, subsidiary ledger, inter-program, grant, HCV, Public Housing, and other required reconciliations;
- Researching and resolving material variances and discrepancies;
- Preparing necessary adjusting and correcting journal entries;
- Reconstructing financial records when necessary and when adequately supported by available documentation;
- Completing year-end closing entries and schedules;
- Preparing financial statements and supporting schedules;
- Preparing, correcting, and/or submitting applicable HUD Financial Data Schedules;
- Preparing schedules and documentation necessary to support independent financial audits;
- Assisting HAFC and its independent auditor with resolution of accounting questions and outstanding financial matters; and
- Assisting HAFC in addressing HUD or other regulatory financial reporting deficiencies related to the outstanding fiscal years.

The selected firm must propose a detailed remediation and completion plan establishing milestones and target completion dates for each outstanding fiscal year. HAFC expects the successful proposer to devote sufficient qualified personnel and resources to the backlog so that remediation of prior fiscal years proceeds concurrently with the performance of current accounting responsibilities.

Current and Ongoing Fee Accountant Services

In addition to completing the outstanding fiscal years, the selected firm will assume responsibility for current and ongoing fee accountant services beginning upon contract award. The firm must establish and maintain accounting processes that ensure HAFC's financial records remain current and that required monthly, quarterly, annual, and HUD financial reporting deadlines are consistently met.

Ongoing services are anticipated to include, but are not limited to, general ledger maintenance and review; monthly bank and account reconciliations; accounts receivable and payable oversight and reconciliation; cash and investment reconciliation; HCV and Public Housing program accounting; portability accounting and reconciliation; grant and restricted-fund accounting; Capital Fund Program accounting; payroll-related general ledger reconciliation; preparation of adjusting journal entries; monthly financial statements and management reports; budget-to-actual reporting; year-end closeout; FDS preparation and submission; audit schedules and audit support; and financial management consultation to HAFC leadership.

The selected firm will be expected to perform the outstanding financial remediation and current fee accountant functions simultaneously, without allowing completion of prior-year financial records to delay or adversely affect the timely maintenance and reporting of current financial activity.

II. BACKGROUND

HAFC administers a variety of federally assisted housing programs, including the Housing Choice Voucher Program ("HCV"). HAFC's voucher portfolio includes approximately 960 vouchers, consisting of approximately 100 Rental Assistance Demonstration ("RAD") Project-Based Vouchers ("PBV"), 158 additional PBVs, 34 Emergency Housing Vouchers ("EHV"), and 8 Homeownership vouchers. HAFC also administers approximately 450 incoming portability ("Port-In") vouchers and manages approximately 132 Public Housing units supported through HUD's Public Housing Operating Fund and Capital Fund Program ("CFP") Mixed finance development properties.

Given the diversity of HAFC's programs and the number of outstanding fiscal periods requiring completion, proposers must demonstrate sufficient staffing capacity, technical expertise, project-management capability, and availability to successfully perform both the financial remediation and ongoing fee accountant components of the engagement.

III. MINIMUM QUALIFICATIONS

To be considered eligible, responding firms must meet the following minimum qualifications:

1. **Licensure**: The firm must be comprised of Certified Public Accountants (CPAs) licensed to practice in the State of Georgia.
2. **Relevant Experience**: The firm must have demonstrated experience conducting audits for public housing agencies and an understanding of HUD funded programs and related federal regulations and state of Georgia funded programs and regulations.
3. **Regulatory Expertise**: The firm must possess comprehensive knowledge of federal and state audit regulations applicable to Public Housing Authorities (PHAs), including but not limited to those governing the Housing Choice Voucher Program.
4. **Compliance and Integrity**: The firm must not be currently suspended, debarred, or otherwise prohibited from contracting with any federal, state, or local government agency. The firm must also have no history of legal or ethical violations that would compromise its ability to perform the audit services with integrity.

IV. INSTRUCTIONS TO PROPOSERS

I. RFP GENERAL INSTRUCTIONS

A. Interested parties may obtain Fee Accountant Services RFP2608-02 Request for Proposal package from www.HAFC.org

B. Submit proposals to Housing Authority of Fulton County, Georgia in accordance with the instructions found at Exhibit C no later than 5:00 p.m. local time, on Tuesday, September 15, 2026.

II. PROPOSAL SUBMISSION

A. Please see Proposal Submission Instructions, Exhibit C, for instructions regarding the electronic submission of proposals.

B. Proposal Submission should include a Proposed Agreement between the Consultant and HAFC.

C. Submit information that represents proposer will meet HAFC expectations as provided by Exhibit A "Scope of Work" attached herein.

D. Submit proposals online or a hard copy to Housing Authority of Fulton County, Georgia no later than 5:00 p.m. local time, on Tuesday, September 15, 2026. Proposals received after the due date and time will be deemed non-responsive and will not be considered.

V. IV. PROPOSAL CONTENT & EVALUATION CRITERIA

Proposals to this RFP must be organized as outlined below. Proposals not organized as outlined below, not containing the information specified, or not containing sufficient detail, will receive a lower rating when evaluated. The proposal must address the following areas at a minimum:

I. PROPOSAL CONTENT

A. Proposal Response Cover Sheet. This is to be the first document of the proposal. It must include the legal name of the proposer, the name of a contact person and title and contact information. It must be signed by a person authorized to submit a proposal in response to this RFP.

B. Letter of Introduction. Please provide a letter of introduction as the second document of the proposal. Briefly introduce your company, provide the location of the office that will be primarily responsible for the work, and identify the contact person in your organization for correspondence with HAFC. Also include email and telephone numbers for the contact person. Provide the name of the person legally authorized to sign an agreement for your company.

C. Company History. Provide a brief history of your company. Include the number of offices, location, total number of employees, and type of services that your company performs. Also provide the number of employees that work in the office that will service this contract, broken down into technical, clerical and other. If applicable, please provide information regarding any arbitration and/or litigation which your firm is currently involved, as well as the dates and resolution of any reorganization or bankruptcy for which you or your company have filed within the past five (5) years.

D. Unique Qualifications. Please present information concerning your company's unique qualifications for performing the services required in this RFP.

E. Experience with Comparable Projects. Please provide a summary of your company's experience in providing the services required in this RFP, in which your company was the prime consultant, within the last three (3) years. Detail the locations, types of services performed, and examples or provide links to web-based products (limit the number of examples to between three and five projects). In particular, highlight previous experience with other housing authorities.

F. References. Please provide at a minimum three (3) client references (including names, titles, telephone numbers and e-mail addresses) for similar services, as required in this RFP, that your company has provided in the last five (5) years. By providing such references you agree that neither HAFC nor the clients referenced shall have any liability regarding the provision of such references or the HAFC's use of such references in making selections under this RFP.

G. Key Personnel. Provide a list of key personnel who have specialized experience and expertise relating to the services required in this RFP. List only those that are likely to actually perform the work described in this RFP. Provide curriculum vitae for each that details their education, experience, and special expertise. Also include the company name and key team members of any subcontractors you anticipate using for this Project.

H. Proposed Approach to Project. Please explain your company's overall approach to performing the services identified in the Scope of Work attached as Exhibit A and the coordination of activities necessary to provide the products/services as required in this RFP.

I. Additional Information. Please provide any other information you believe is applicable to the evaluation of the proposal or your qualifications for providing the proposed services, including any aspects of your services that may distinguish your firm from others.

J. Affirm that your company is willing to enter into an agreement with HAFC.

K. If your company is unable to provide details on any specific item, please state the reason.

II. PROPOSAL EVALUATION CRITERIA AND PROCESS

A. An evaluation committee (Committee) will review all written proposals. The review process may involve requesting clarification of portions of the proposal and/or a request for additional business financial records. From that review process, the Committee will rank the proposals in an order representing the Committee's evaluation of the proposer's ability to provide the services required in this RFP, using the established Evaluation Criteria listed below.

   HAFC reserves the right to accept or reject any or all proposals.

B. Evaluation Criteria. The following criteria will be used to evaluate and rank all proposals. Evaluation scoring will be based on a 100-point system as described below.

   a. Compliance with the RFP Proposal Requirements. Ten (10) points possible.

   b. Approach to the Project. Thirty (30) points possible. The proposer's proposed approach to meeting HAFC's specific needs and requirements, as well as the ability to meet timeframes for responding to service requests, delivering customizations, and completing projects within a reasonable period.

c. Experience in providing the services required, particularly with public agencies. Twenty (20) points possible. The proposer's demonstrated

i. experience in performing similar work and the proposer's demonstrated and

ii. successful past performance of contract work substantially similar to that required by this solicitation as verified by reference checks or other means.

NOTE: The Agency will place particular emphasis on the proposer's above-described experience and past performance with public housing authorities and services of this type.

d. References and the quality of service provided for similar services Ten (10) points possible. The proposer's previous customer satisfaction, including references from prior clients, experience with HAFC (if applicable), testimonials, and any case studies demonstrating successful projects.

e. Anticipated Costs for the project. Thirty (30) points possible.

	Evaluation Criteria Rating	Rating	Weight	Score
1	Compliance with RFP Requirements 10%		2	
2	Approach to Project 30%		6	
3	Experience 20%		4	
4	References 10%		2	
5	Cost 30%		6	

(Rating x Weight) = Score (100 total points maximum)

Rating Points:

5.0 – Excellent

4.0 – Good

3.0 – Meets Minimum Expectations

2.0 – Unsatisfactory

1.0 – Poor

0.0 – No Information Provided

C. Presentation and Interview. (Optional and worth 50 points.) If deemed helpful, the Committee may request Proposers to give a presentation of their proposal and answer questions. The Committee is not required to hold presentations or interviews but may request presentations and/or interviews of the top ranked proposers from the initial evaluation. Proposers will be ranked on the quality of the presentation and/or interview up to a maximum of 50 additional points. Any points awarded during the presentation and interview phase will be added to the proposer's existing cumulative points as per the other evaluation criteria described above, increasing the maximum total points to 150.

Approximate Selection & Contracting Process

HAFC is dedicated to swiftly selecting a vendor and finalizing a contract. The selection process will be expedited, with a decision expected within approximately three weeks of the proposal submission deadline. Once a firm is chosen, HAFC will prioritize contract execution to facilitate the prompt start of services.

EXHIBIT A

SCOPE OF WORK

1. **Scope of Services:** The selected Fee Accountant shall provide all professional labor, accounting expertise, workpapers, schedules, financial analyses, and related support necessary to maintain timely and accurate financial records and to support HAFC's compliance with applicable federal, state, HUD, and organizational requirements. Services will support HAFC's central office and federally assisted housing programs, including HCV and PBV activities. The Fee Accountant shall work in coordination with HAFC management and staff while maintaining appropriate segregation of duties and internal controls.

2. **Service Component Breakdown**

2.1 Monthly Accounting, General Ledger, and Close

- Maintain or review the general ledger and chart of accounts to ensure transactions are properly classified by program, fund, project, department, and account.
- Perform or oversee monthly closing procedures, including review of recurring entries, accruals, prepaid expenses, receivables, liabilities, interfund activity, payroll entries, and other adjusting journal entries.
- Prepare and maintain monthly supporting schedules and reconciliations sufficient to substantiate material balance-sheet and revenue/expense accounts.
- Identify unusual balances, negative cash positions, unreconciled items, stale transactions, duplicate entries, or other exceptions and provide corrective recommendations to HAFC management.
- Provide a monthly close calendar and complete routine month-end financial statements within an agreed period following receipt of complete source documentation from HAFC.

2.2 Cash Management, Bank Reconciliations, and Disbursement Controls

- Prepare or independently review monthly bank reconciliations for all HAFC accounts and promptly identify outstanding, stale, duplicate, unauthorized, or unusual items.
- Assist with cash-flow monitoring and projections to support timely payment of Housing Assistance Payments (HAP), operating obligations, payroll, and other approved expenditures.
- Review accounting treatment and supporting documentation for accounts payable, vendor payments, procurement-related transactions, employee reimbursements, credit-card activity, and other disbursements as requested.
- Maintain appropriate accounting separation among restricted, program, administrative, and other funds and advise HAFC of cash or funding concerns requiring management action.

2.3 All HAFC Program Accounting

- Maintain accurate accounting for all HAFC program revenues, HAP expense, administrative fees, portability activity, restricted reserves, and related program transactions.

- Reconcile HAP-related accounting records to available program reports and identify material variances for investigation and correction.
- Assist HAFC with accounting for portability receivables and payables, landlord or participant repayment activity when applicable, and other program-specific receivables and liabilities.
- Advise management regarding the financial effect of HUD funding levels, utilization, administrative fee earnings, reserves, and other program financial indicators.

2.4 Financial Statements and Management Reporting

- Prepare monthly financial statements and management reports, including balance sheet, statement of revenue and expenses, budget-to-actual comparison, cash position, and other schedules requested by HAFC.
- Provide concise written explanations of material budget variances, unusual account activity, unresolved reconciliations, and significant financial risks or trends.
- Prepare financial reporting packages suitable for review by the Executive Director and Board of Commissioners and be available to explain material financial results when requested.
- Provide ad hoc financial analyses, schedules, and management reports reasonably related to the contracted scope.

2.5 Budget Development and Monitoring

- Assist management in developing annual operating and program budgets using reasonable assumptions, HUD funding information, historical trends, staffing plans, contracts, and known obligations.
- Maintain budget versions and approved amendments in the accounting system as directed by HAFC.
- Monitor actual results against budget and forecast throughout the year and identify projected shortfalls, overspending, unusual trends, or corrective actions for management consideration.
- Assist with multi-year financial projections or scenario modeling when requested.

2.6 HUD and Regulatory Financial Reporting

- Prepare or assist HAFC in preparing required HUD financial reports and submissions applicable to HAFC's programs, including Financial Data Schedule (FDS), Voucher Management System (VMS) financial data, and other financial schedules or certifications assigned under the final contract.
- Support reconciliation of HUD reporting to the general ledger and underlying program records before submission.
- Assist with HUD inquiries, financial reviews, corrective actions, recovery-plan financial reporting, and other requests for financial documentation within the contracted scope.
- Maintain documentation sufficient to demonstrate compliance with applicable HUD requirements, federal grant requirements, GAAP, and HAFC policies.

2.7 Year-End Close, Audit, and Financial Statement Support

- Coordinate the year-end close and prepare year-end adjusting entries, reconciliations, account analyses, and supporting schedules.
- Prepare an organized audit package and respond timely to auditor requests, including trial balances, reconciliations, schedules, supporting documentation, and explanations of material transactions.
- Coordinate with HAFC's independent auditor without supplanting the auditor's independence or management's responsibilities.
- Assist management with responses to audit findings, questioned costs, management-letter items, or financial corrective actions and track agreed corrective steps to completion.
- Assist with preparation and reconciliation of year-end financial statements and required HUD financial submissions, as assigned.

2.8 Internal Controls, Policies, and Financial Compliance

- Review financial processes for segregation of duties, authorization, documentation, reconciliation, access, and supervisory review controls appropriate for a small public housing authority.
- Recommend practical improvements to accounting procedures, close checklists, approval workflows, cash controls, records retention, and financial documentation.
- Assist HAFC with updates to financial policies and procedures when requested, including alignment with applicable federal grant and procurement requirements.
- Immediately report suspected fraud, material misstatement, material internal-control weakness, or significant noncompliance identified in the course of the engagement to the Executive Director or other designated HAFC official.

2.9 Accounting System and Yardi Support

- Work proficiently within HAFC's accounting and housing software environment, including Yardi or successor systems, and coordinate with HAFC's managed IT provider or software vendor when accounting configuration or system issues affect financial reporting.
- Assist with chart-of-accounts mapping, opening balances, financial report design, accounting workflow configuration, data validation, and reconciliation associated with accounting-system transition or optimization.
- Document material system configurations, recurring accounting procedures, report parameters, and reconciliations so HAFC retains institutional knowledge and can transition services if necessary.
- Fee accountant responsibilities are financial and accounting in nature; software administration beyond the accounting function shall be coordinated with the appropriate HAFC technology or software provider.

2.10 Communication, Meetings, and Issue Escalation

- Designate an engagement lead who will serve as HAFC's primary point of contact and who has authority to coordinate staffing, deadlines, issue resolution, and quality control.

- Participate in recurring financial review meetings with the Executive Director and designated staff, at least monthly unless otherwise agreed.
- Be available for Board of Commissioners meetings, HUD meetings, audit conferences, budget sessions, or other financial meetings upon reasonable notice when the Fee Accountant's participation is requested.
- Maintain an issue log for material unresolved accounting matters and promptly escalate items that could affect cash availability, HUD reporting, audit readiness, compliance, or financial statement accuracy.

2.11 Transition, Records, and Continuity

- Within the first thirty (30) calendar days, perform a structured transition review that includes access, prior financial statements, trial balances, bank accounts, outstanding reconciliations, budgets, HUD financial reports, audit matters, recurring entries, chart of accounts, and known corrective actions.
- Provide HAFC a written transition status summary identifying immediate priorities, missing records, significant unreconciled balances, and a proposed stabilization schedule.
- Maintain organized electronic workpapers and supporting schedules in a format accessible to HAFC. All HAFC financial records, workpapers prepared specifically for HAFC, and data created or maintained under the contract shall remain the property of HAFC, subject to applicable professional record-retention obligations.
- Upon contract expiration or termination, provide a complete and orderly transition of current workpapers, schedules, reconciliations, report templates, open-item lists, system documentation, and other HAFC records to HAFC or its designated successor without unreasonable delay.

2.12 Confidentiality, Data Security, and Federal Contract Requirements

- Protect confidential financial, employee, vendor, landlord, participant, banking, tax, and Personally Identifiable Information (PII) accessed during the engagement and limit access to personnel with a legitimate business need.
- Use secure methods for exchanging sensitive financial information and promptly report any suspected loss, unauthorized disclosure, or cybersecurity incident involving HAFC information.
- Comply with applicable federal contract provisions, including HUD Form 5370-C and other mandatory clauses incorporated into the final contract, as applicable to the contract value and services.
- Maintain insurance, licenses, registrations, and professional standards reasonably required for the services and disclose any conflict of interest that could impair the firm's independence or objectivity.

3. Minimum Service Expectations and Deliverables

Deliverable	Minimum Expectation
Monthly Close	Completed general ledger review, reconciliations, adjusting entries, and supporting schedules on an agreed monthly close calendar.

Deliverable	Minimum Expectation
Monthly Financial Package	Financial statements, budget-to-actual report, cash position, variance explanations, and open-item/issues summary.
HUD Financial Reporting	Accurate, reconciled submissions and supporting workpapers by applicable HUD deadlines for items assigned under the contract.
Budget Support	Annual budget development, amendments as needed, and periodic forecast/budget monitoring.
Audit Support	Year-end close package, reconciliations, schedules, auditor request coordination, and corrective-action support.
Management Advisory	Timely notice of material cash, compliance, accounting, or control concerns and practical recommendations.

4. **Contract Terms.** HAFC anticipates awarding a contract for an initial term of three (3) years, with the Authority retaining the option to renew the contract for up to two (2) additional one-year periods, subject to satisfactory performance, continued need, availability of funds, applicable procurement requirements, and mutual agreement where required.

   Exercise of any renewal option shall be at the sole discretion of HAFC and shall not be construed as a guarantee of work beyond the initial contract term.

EXHIBIT B- CONSULTANT'S PROPOSED AGREEMENT FOR SERVICES

Proposer shall include its proposed agreement for Fee Accountant Services with the proposal. Any proposed agreement is subject to HAFC review, negotiation, required federal provisions, and approval by the appropriate HAFC authority. Submission of a proposer agreement does not supersede any requirement of this RFP.

EXHIBIT C- PROPOSAL SUBMISSION INSTRUCTIONS

PLEASE READ CAREFULLY:

ISSUE DATE: Monday, August 31, 2026

PROJECT TITLE: Fee Accountant Services RFP2608-02

DELIVERY DUE DATE/TIME: 5:00 PM ET Tuesday, September 15, 2026

- Proposals will be accepted until 5:00 PM ET Tuesday, September 15, 2026. Proposals received after the stated deadline, even if sent earlier, may not be accepted. This is a Request for Proposals solicitation.
- Proposals must include a proposed Agreement between the Fee Accountant firm and HAFC.
- Cost proposals must clearly identify the base monthly or recurring fee, all services included, hourly rates for out-of-scope services, and any other fees or reimbursable costs.
- Proposals may be submitted electronically at the following email address(es): **rfp@HAFC.org**
- Proposals may be submitted in hard copy form by ground mail at the following address:

  Housing Authority of Fulton County, Georgia

  ATTN: Monica Baugh, Executive Assistant to the Executive Director

  4273 Wendell Drive S.W.

  Atlanta, GA 30336

All questions and/or requests for additional information on this solicitation should be submitted in writing to Monica Baugh at rfp@HAFC.org. The deadline to submit questions is 5:00 PM ET Wednesday, September 9, 2026.

Questions timely received will be addressed and responses provided to all proposers no later than 5:00 PM ET Friday, September 11, 2026.